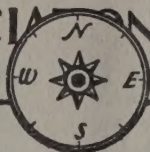


The COMPASS

AMERICAN ASSOCIATION OF SOCIAL WORKERS



June 1938

SCHOOL OF SOCIAL WORK
University of Illinois
Navy Pier, CHICAGO

Supplement

REPORT OF SPECIAL COMMITTEE ON STRUCTURE AND PARTICIPATION

Executive Committee Action
in Respect to
Resolutions and Recommendations

Supplement

Volume XIX Number 9

Report of Special Committee on Structure and Participation

I. Introduction

The appointment of the Special Committee on Structure and Participation was authorized by the Executive Committee at a meeting held in December, 1937. Previous to the appointment of this Committee there had been informal discussion in the National office regarding a study of Association function and structure at this stage in its rapid development. Proposals for such a study had also been received from several far western chapters. Dissatisfactions and lack of understanding of the purposes and functions of the Association had also been expressed by several different chapters. The combination of these resulted in the appointment of the Committee.

The assignment to the Committee requested that it "consider some of the important questions of the structure of the Association, with particular reference to ways in which the various functions and structural parts of the Association may be linked together with the greatest practical degree of participation within the membership."

The personnel of the Committee was chosen from the different sections of the country as follows:

Conrad Van Hyning,	Chairman—Wilkes-Barre, Pa.
Mary G. Raymond—	New Orleans
Frank J. Hertel—	Cleveland
Eleanor McCreery—	Los Angeles
Laura de Veuve—	San Francisco

II. Procedure

The Committee met in Chicago. Three meetings were scheduled, but only two were actually held—February 20–21 and April 11–12.

Because of the impossibility of holding more meetings, much of the Committee's work was carried on by individuals between meetings and by exchange of ideas through correspondence. The staff of the National office were of great help in preparing material. Many of the staff's excellent compilations and charts depicting in graphic form the development and present status of the organization were used by the Committee and some will be found in the appendices to this report.

As a natural starting point a serious attempt was made to analyze expressed dissatis-

factions and obvious confusions in the light of the Association's past history and present functioning. A thorough study, of course, was not possible in the time allowed. Early in the discussion the Committee realized that evaluation could be carried on only in the light of the Association's purpose and objectives. In fact, all the questions being asked by the membership could be discussed only within this same frame of reference. For instance, even the location of the National office—which is one of the points about which questions have been raised—cannot be decided without the objectives of the organization in mind. The question of social action—one of the most vital matters before the Association today—cannot be settled until there is first an agreed decision as to function.

The discussion, therefore, instead of following an orderly pattern of historical review, present status, future plans, etc., plunged almost at once into lively argument as to purpose, and departed therefrom into the realms of history only long enough to gather facts for more argument. There was a considerable difference of opinion, often emphatically expressed, and a good deal of talking all at once. In the end, a tentative set of purposes and objectives was evolved barely in time to devote some thought to concrete suggestions as to structure and participation.

It was unanimously agreed, and must be obvious to all, that any real answers to these questions could not be reached in two or three—or even in five or ten—meetings. The Committee likewise agreed that even if such answers were possible they would not be desirable. It is the entire membership that must supply the answers and keep on supplying them if the Association is to remain a dynamic and vital thing. The Committee's part, therefore, has been one of sorting and clarifying with the idea of presenting material to the Executive Committee and the membership for nation-wide discussion to the end that agreed findings be returned to some central body for compilation into a statement of the kind of association this one desires itself to be, and what the next few turnings are in the road which it will consciously choose to follow.

With this in mind, the Committee points

out confusions along with dissatisfactions; faults of the dissatisfied as well as their grievances; needs, accomplishments and certain suggested changes; all these, as noted, in the hope that the assigned task will be carried on from where, of necessity, it has been left off.

III. Findings

A. Dissatisfactions and Confusions

Along with the great numerical growth and increasing strength of the Association there has been evidenced in the past few years much greater leadership and participation than ever before, as shown by the increasing number and geographical spread of Association committees and the interest in the Delegate Conference. However, democracy breeds more democracy, and increasing interest naturally leads to criticisms and suggestions which are an evidence of vitality in an organization. Some of these criticisms and questions which have been received by the Committee either directly or indirectly, and which the Committee has listed as "Dissatisfactions and Confusions" are:

1. That the National is not democratic enough, that there is not the concrete return for membership dues, that decisions on National policies should be participated in by chapters.
2. Is there country-wide representation on National committees? How do they function? What is their relationship to chapters? Do they provide the greatest possible degree of membership participation?
3. What is the best location for the National office?
4. To what degree should the AASW participate in national and local affairs?
5. Functions of National vs. functions of chapters; relationship of chapters to National; functioning of National staff and its effect on participation of individual members and chapters.
6. What should be the proportion of National dues in relation to chapter dues? How are National dues spent? Should dues be raised or lowered?
7. Should membership be based on wider principles to include some groups not now eligible?
8. How can field service be provided?
2. In what areas should it function locally and nationally as opposed to areas in which social workers in general or in other specified organizations should function in the community? Where should its members function only as private citizens?
3. Is the AASW an organization of case workers or a more inclusive group of social workers?
4. What is the common body of knowledge of our profession?

So much for the confusions. Basic difficulties can be divided into two groups: first, those arising from mechanical causes in the administration of a national organization over a vast country or from the unwieldiness of a rapidly growing organization set up originally with no provisions for chapters; second, difficulties arising from ignorance on the part of members, of past National accomplishments and present programs. Some of this ignorance may be caused by failures or delays in sending data to chapters; some because of lack of basic written material on history and organization, which could have been used by the chapters to educate members; and last, but probably most important, the lack of an adequate field staff to keep closely in touch with chapter needs and to give a personal touch to the relationship between the chapters and the National office. Some of this ignorance may be traced also to causes within the chapters—failure to read bulletins and the Compass; failure to provide for full discussion of National activities in chapter meetings and in committees of the chapter; failure to give sufficient attention to informing new members of the purposes and history of the organization. Inertia and indifference play their part, as well as unavoidable difficulties such as lack of time and money.

As an illustration of lack of interest, or inertia, it can be noted in passing that the official memorandum to chapters notifying them of this Committee's appointment and asking them to submit questions which they wished to be reviewed by the Committee, resulted in replies from only fourteen chapters. This in spite of the fact that several members of the Committee believed that active dissatisfactions and confusions existed in many parts of the country, because of information which had been passed on to them as individuals. Suggestions and criticisms received from chapters are appended as *Appendix A*.

The Committee noted as being particularly important the lack of definite or uniform procedures for training new members, especially in connection with the large number of individuals admitted since the depres-

The Committee agreed that behind such dissatisfactions and indications of confusion about purposes and functions of the Association, there were more basic difficulties and confusions. Among the latter can be listed such points as:

1. What are the purposes of the AASW? Is it a certification agency?—a protective agency? Is it concerned only with professional standards or is it concerned also with social action?

sion. Many of these joined to receive a certification of professional status and are generally unconscious of the fact that the Association itself has only recently succeeded in gaining widespread professional recognition. Some of this new group, and some older members, too, in line with the needs of the times, have also been eager to use the Association for purposes other than those for which it was originally organized. Some members, for instance, are anxious to use the Association's potential strength to cure all the ills of employment practices or to bring pressure to secure needed social action, each advocating his own project without regard for the rest of the membership. While the purposes should, of course, be determined by the membership, such purposes must represent the thinking of the majority and not of small pressure groups. They should also be changed, if they are to be changed, in an orderly fashion.

Clearly the need is shown again for a unifying, agreed-to-purpose before other problems can be intelligently studied.

B. History and Purpose

In considering purpose, it is necessary to go back a little into history. The AASW is now a National organization made up of approximately 11,000 members, although it is a youthful organization in the number of years it has been in existence. It was founded in 1921 and for some years enjoyed a moderate growth. During this first period of its existence the main purpose was to gain recognition for social work and for itself. It was felt that the only method which would be successful in placing social work on a professional basis would be to secure recognition that a certain body of social workers had attained a professional status. Such recognition was gained. Then came the depression with its tremendous impact upon social work and the resulting increased demands upon the Association. The membership has doubled during the last seven years. *Appendix B. Growth of Membership of AASW 1923-1938, and Appendix C. Date of Organization of Chapters of AASW According to Size and Type and map showing Geographical Distribution of Chapters.* The organization expanded and varied its emphases to meet the demands upon it, but it is natural that during such a period of rapid growth self-analysis and revision could not keep up with the recurrent emergencies of the last few years, and the attempts to shift the program to meet them have made careful self-analysis difficult.

The Committee recognizes that the above statement of history is over-simplified. The Committee made no orderly review of the history and accomplishments of the Association. It took a quick perspective and considered only those phases of development which seemed most important for its purposes.

To go back again to consideration of purposes—there is, of course, a purpose expressed in the By-Laws as follows:

ARTICLE II. PURPOSES

Section 1. The purposes of said corporation are:

To bring together professional social workers for such cooperative effort as may enable the group more effectively to fulfill its function in service to society. To this end the Association may formulate and seek to establish professional ideals and standards, encourage proper and adequate preparation and training, disseminate information concerning social work as a profession and conduct research, investigation and such other activities as it may deem appropriate to this purpose.

There have been some later attempts on the part of National staff and committees at revision, but to this Committee these seemed geared to a simpler era and inadequate for present needs. Perhaps the reason that these statements have not the need as expressed by chapters and members for a statement of purpose, is that they are couched in terms which are too general and too open to various interpretations. What is needed is a statement of purpose which is specifically limiting in its wording so that clear cut concepts of the various purposes of the Association are expressed in terms which may be easily translated into functions. After the Committee's first discussion, the Division on Personnel Standards framed a tentative statement of purposes (April "Compass") and although the present Committee agreed these contained much excellent material, it felt that they were too long and were incomplete in making no reference to social action. It therefore drafted its own, based on the former, but with changes decided upon in Committee discussion. They are presented here with the assurance that they are offered as suggestions for discussion only. The Committee is firmly of the opinion that they must be amended and agreed to by the membership before any final consideration can be given them.

SUGGESTED STATEMENT OF PURPOSES OF AASW
FOR COMMITTEE ON STRUCTURE
AND PARTICIPATION

April 13, 1938

The profession of social work has developed through the treatment of individual needs caused by environmental conditions or personal inadequacies. The AASW is organized upon the premise that practitioners in this field must possess a basic body of knowledge and skills to justify the important discretionary powers which they hold over the lives of others. It recognizes that its members are bound to contribute actively to better public understanding of the problems which come under its professional observation. It further recognizes its obligations to aid in the improvement and development of programs for the prevention and treatment of these problems but limits its direct participation to the area of its professional competence.

Its specific purposes therefore are:

1. To define the basic body of knowledge and skills underlying the various specialized practices of social work and to promote their progressive clarification.
2. To assist in developing new fields of social work practice.
3. To set up minimum qualifications for Association membership which should be continuously revised in relation to changing trends.
4. To define and aid in the improvement of education for social work.
5. To define employment practices which should prevail in social agencies.
6. To define the principles of organization and administration which in the experience of social workers are necessary to establish a basis for efficient rendering of services.
7. To promote research for the enrichment of practice.
8. To interpret the needs for social work services to the end that communities may be intelligently aware of their responsibilities.
9. To participate directly or indirectly in social action wherever clients or communities may be served by our special knowledge.

The areas in which the Association might function are indicated in the purposes although these will need to be more clearly defined by living through actual situations in which it will be decided whether or not action falls within the defined areas. The building up of a series of opinions will result within a reasonable period in a clear understanding of the ways the Association may function under the purposes finally agreed to and will establish precedent and policy as a basis for further action.

Machinery for ruling on such situations

should be on a national basis, but with the full understanding and approval of the membership. Both questions and answers should be distributed to all chapters to increase this understanding. It is possible that chapters may wish to act in some things outside the rulings; if this is done it should then be consciously recognized that it is a chapter matter only and external to AASW policy.

The Committee went definitely on record to the effect that only after general purposes and functions are decided upon by the membership could any real decisions be made in regard to organization and structure, for these should be so developed as to carry out the purposes agreed upon. In brief, it is only after knowing our purposes that we can build the kind of an organization we want.

However, following is the Committee's discussion growing out of the statement of purposes as submitted above and from the questions and statements of individuals and chapters.

C. Concrete Suggestions on Structure and Participation

The question of costs naturally arose here, but it was agreed that social planning and costs should be considered separately. The kind of organization desired should be considered first; the costs could then be worked out and dues thus set, theoretically at least. If they prove too high, it will then be necessary to cut until a possible level is reached.

There has been much discussion about present dues, but the Committee about agreed that not a cut in dues, but an increase—nationally and locally—is necessary if we are to continue in effective growth. If we want results we must be willing to pay for them. Compare our dues with those of older established professions, such as medicine or law; compare them with most union dues. The report of the Committee on Chapter Organization and Programs contains a full discussion of the financial problem. Members of the Committee on Structure and Participation found no point of disagreement with the conclusions of the Committee on Chapter Organization and Programs.

To continue with the definite suggestions:

1. "Should there be a strong national organization or a federation of strong local units?" After a discussion of powers now given to the National Association and to the chapters, which are listed in *Appendix D*, the Committee decided its answer would be to the effect that there should be both a strong National organization and strong local units. It was agreed, for nation-wide strength and

unity, that the membership should remain on a national basis. The Committee recognized the problems existing in chapters and especially the lack of funds which hold back programs and progress everywhere, but agreed that the answer did not lie in crippling National. Quite the reverse, it felt that the answer to National's problems should come first for if there could be agreement on National policy and programs this would be the initial step in a settlement of chapter difficulties. Chapters could then analyze themselves with reference to the National set-up and gear into it, thus making for far greater strength and influence than would otherwise be possible.

2. "What national committees should there be; what present national functions would be best retained or added and what delegated to the chapters?" The Committee recommended that the Executive Committee be enlarged and its name changed to "Board of Directors"; that half of the members of the Board of Directors be elected on a regional basis and the other half from the membership-at-large; that the Nominating Committee nominate at least two persons for each position open in the Board of Directors, thus leaving a better opportunity for exercise of the democratic principle of election by membership; that the Board of Directors upon its election and organization elect its own officers who would then become the officers of the Association; that the Board of Directors appoint an Executive Committee which would function somewhat in the same manner as the present Ad Interim Committee; and that provision for the election of the Board of Directors be contained in the By-Laws.

The Committee commented that in any national organization such as the AASW there is obviously a need for a small Interim or Executive Committee, so constituted as to be able to meet frequently without too great expense between meetings of the governing body, and carrying the responsibilities which are delegated to it by the governing body.

The Committee did not feel competent to give an opinion as to what other national committees there should be. It recommended:

- a. That a careful review be made of the field of the several study committees and that their specific fields be definitely outlined;
- b. That consideration be given to short term study groups on current topics;
- c. That a study be made of the value of national committees compared with the

value to the Association if the money were used to employ a larger field staff, to make local studies, etc.

Appendix E. Table and maps showing geographical distribution of members and members of standing National committees, by regions.

3. "What kind of professional staff should there be at the National office—should specialists be available for consultation?—what amount of field service is needed?" The Committee felt that one great lack at present is in the field of research. It agreed that perhaps the most valuable additional service that the National Association could give to its individual members and chapters would be in collecting a body of material of professional interest.

In addition to a person capable of collecting and analyzing research material, the Committee recommended that the professional staff of the Association contain specialists who would be free to act as secretaries to the national committees. For example, the secretary to the committees on Employment Practices and Personnel Standards should be a highly qualified person who has had good administrative experience and who has a knowledge of case work and group work. A secretary to the committee on Government and Social Work should be a person highly qualified in organization structure and public welfare, and should also be able to serve as contact person with the Government at Washington. The staff member in charge of publications should be skilled in publicity and interpretation. As to field staff, the Committee recommended that the total professional staff serve in this capacity, and that it be large enough so that each chapter of the Association can be visited at least once a year, such visits to be of adequate duration. *Appendix F—Chapters Visited September 1, 1936, to March 31, 1938. Map and Table.*

The Committee further suggested the employment of an administrative assistant to the executive director in order to relieve him of routine supervisory duties and free his time for consideration of more important purposes.

The Committee has asked that the Executive Secretary provide an estimate of the cost of the staff as proposed above.¹ It can be

¹ At the request of the Committee I have made tentative estimates of the staff set-up necessary to provide the special services suggested in the report and to allow for sufficient staff to make a visit to each chapter each year. A reasonable estimate, I believe, would add about \$18,000 a year for executive salaries, about \$10,000 for clerical salaries, and about \$15,000 for non-salary costs; making a total, very tentative estimate for the total budget of \$110,000.—WALTER WEST.

noted here that the Association has had in the past no measuring rod of accomplishment and costs. As a consequence, arise on the one hand queries about the size of dues and on the other increasing demands upon the National staff. The amount of staff work required by the program of the Association is not understood, and the membership is left dissatisfied with the attention it receives. From its own observation, the Committee suggested the present staff be highly commended for covering as much ground as it has. Details of staff duties are included in the Executive Committee's Report on National Organization and Activities.

4. "What is the best location for the National office?—should there be regional offices?" The Committee made no recommendation as to the location of the National office. The recommendations which the Committee received from individuals and chapters suggested several new locations for several different reasons. For example, one suggestion was that the office be moved to the geographical center of the country in order to facilitate field service. Another suggested that the office be moved to Washington in order to facilitate the Association's program on social action. The Committee recommended that further study be made but that points to be considered are:

- a. What location will make the National office most accessible to chapters? In this connection, not only the geographical center but the centers of population (1) of members, (2) of chapters, (3) and of natural focal points of travel, must be considered.
- b. What location will make the National office most accessible to other national movements and other national agencies?
- c. Where would the National office be freest from local influences, organized or otherwise?
- d. What would be the effect of the cost of living, and what effect would the cost of living have on the salaries of the staff?
- e. As compared with other uses of Association funds, what would be the cost of moving office and equipment, of replacing those members of the executive and clerical staff who could not move, and of paying rent as against the present free space?

These and other considerations should be the measuring stick against which the present location and any other proposed location should be measured. *Appendix H. Table showing members and chapters within 200 miles of each of four cities. See also map in Appendix G. The star designates the geographical center of membership.*

The Committee's answer to the question of whether there should be regional offices was definitely, "No." This answer is based on the

obvious fact that the cost would be too great. As an alternative to regional offices, however, the Committee suggested that regional conferences might be organized which would serve most of the purposes that could be served by regional offices, and that these would also offer special opportunity for participation by non-chapter members. Regional conferences were also considered in connection with the Delegate Conference as noted hereafter.

5. "What plans can be made for active participation for non-chapter area members?" Other than the comment above, this question was referred to the Committee on Chapter Organization which had already given it considerable attention and is therefore much more competent to make a recommendation.

6. "The Delegate Conference—what are its purposes?—what kind of representation should there be and when and where should meetings be held?" The Committee raised the question first as to what extent the chapter delegates to the Delegate Conference came as instructed members and to what extent they were free to express their own opinions in the light of their chapter's general stand on policies. It was agreed that one of the major faults in the Delegate Conference as at present organized is in the requirement that chapters finance their own delegates. It was agreed that in many instances the delegate represents the chapter only because he is a person who can go at no expense to the chapter, and that he may not be the best person. The representativeness of the voting under this condition and the fairness of binding the membership by it was also questioned. The Committee therefore recommended that expenses of all delegates to the Delegate Conference be paid by the National Association and that the costs be assessed on the basis of a uniform charge to each member of the Association. It was recommended also that consideration be given to holding the Delegate Conference every two years and organizing regional conferences in the alternate years.

Although the Delegate Conference was originally called to consider governmental relief problems, it has become the business meeting of the membership. It is at these conferences, therefore, that the major policies of the Association should be determined. It is only at the Delegate Conference that the chapters, as such, have a voice in the actual formation of policies—members vote otherwise as individual members of National—and therefore it was recommended that each

chapter should give sufficient time beforehand for discussion of all matters on the agenda and all matters which it may wish to raise so that its delegates may go with a full knowledge of the general attitude of the chapter they represent. Chapters should also elect delegates in whom they have sufficient confidence, and then permit them to use their own judgment in voting on any particular issues if discussion makes this necessary, although delegates should keep in mind, of course, the consensus of opinions in the chapters they represent.

The Committee also felt that, in the light of the transition of the Conference from consideration of external matters only to decisions on internal policy, there should be study on:

- a. Which of these two matters should be the major purpose of the Conference, or can it well contain both?
- b. What should be the relationship to the National Conference of Social Work?—e.g., what policy should prevail regarding reports or papers which are purely informative on phases of social work and needing no discussion or vote in relation to AASW policy?

IV. Conclusion

This concludes the report of your Committee. It gives no picture of the interest the members felt or the liberal education it proved to them to follow through these various trains of thought. If in its turn the report can help in stimulating and clarifying discussions in chapters to the end that eventually some country-wide agreement on these important matters can be reached, the effort and the expense to the membership will be justified. The following points summarize the Committee's discussions:

- a. The Association should be concerned first and foremost with the welfare of the client group and the community through the improvement of social work services.
- b. As the principal factor controlling this service is the improvement of personnel engaged in practice, the Association should choose, out of various ways to function in the total social work picture, to remain primarily a professional organization.
- c. The Association should enter actively, nationally and locally, into social action, but only in areas within its professional competence. Outside of these areas, members should act as individuals or as members of other groups.
- d. There is need for strong local units, but the membership should not forget that a strong national organization is also necessary if the Association is to grow in strength and carry on effectively. Any transfer to chapters of a portion of the present National dues would necessarily be accompanied by a transfer of basic National responsibilities and a weakening of National activities.
- e. There is need for more democratic procedure, but it must also be remembered that education for democracy is necessary. Greater participation of chapters and membership calls for greater discipline and responsibility on their part.

It is with feelings of pride in the Association's past accomplishments, humbleness because of ignorance of much of that accomplishment, tolerance for inadequacies remembering that they are our inadequacies, and with enthusiasm and hope for the future that the members sign themselves below.

CONRAD VAN HYNING, *Chairman*

LAURA DE VEUVE

FRANK J. HERTEL

ELEANOR MCCREERY

MARY G. RAYMOND

APPENDIX

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APPENDIX A.

Criticisms and Suggestions Reported to the Special Committee on Structure and Participation

The following is a digest of the various letters received by the Committee on Structure and Participation up to May 18th. Except when noted the statements given are quoted paragraphs.

In addition to letters from chapters, statements appearing in the notes of the two meetings of the Committee in which members of the Committee passed on definite suggestions or criticisms which arose in their chapters have been included. Minutes of Chapters sent to the National office have been used as source material also.

PURPOSES AND FUNCTION

Richmond Chapter—The American Association of Social Workers should be more concerned with professional advancement and standards, and should not align itself with political issues.

The Richmond Chapter would like to have the objectives of the National organization more clearly defined. It is suggested that these objectives be in outline form and as brief as possible. The opinion was that the depression, with the consequent widening of the field of social work had changed the philosophy and concept of people as to welfare and social standing; therefore, there is need for clarification at the present time.

The Richmond Chapter felt that it should have a better realization as to what its own program should be. This program should be correlated with the program of the National Association, but no definite decisions can be formulated as to Chapter responsibilities and goals until there is a clear understanding of the aims of the National Association.

California Council—Instructions from Council to Laura de Veuve on points to bring up at meeting of National Committee on Structure and Participation:

"Clearer definition of function and objectives of AASW. Is it a professional organization concerned

primarily with social action, with professional personnel standards, with standards of social work practice, a certification service, or a protective organization?" (Minutes—2-12-38)

Northern California—There should be a clarification of the Chapter's relationship with National—what is National doing and why? What matters should local chapters refer to National?

What is the purpose and field of activity of the AASW? Are we a conference group, registration group, social action group? Organizational lines between local units and National cannot be settled unless we know what the Association's goals and functions are. (Minutes—2-8-38)

Arkansas Chapter—This chapter believes there is urgent need for the national organization to take leadership in meeting the demands of current social and economic problems with which we are faced. For instance, the problem of transience and child labor of which we are acutely aware locally are problems calling for nation-wide action.

New Orleans Chapter—Clarification needed as to direction of Association policies. (Notes of meeting of Committee on Structure and Participation.)

Milwaukee Chapter—Approves and endorses the ten point program adopted by the National Committee on Government and Social Work.

DEMOCRATIC CONTROL

California Council—Consideration of the possibility of chapters having more voice in national policy making. (Minutes—2-12-38)

Richmond Chapter—The National office should not formulate policies without more general participation on the part of the membership. This might be done through a referendum of members.

Los Angeles Chapter—Thinks National policies are made without enough reference to membership. (Notes of meeting Committee on Structure and Participation.)

New York City Chapter—The Association as a whole and each of its chapters is faced with various and critical problems. Many of these brought into foreground by the development of a new self-consciousness throughout the Association, a keener concern on the part of social workers to take responsibility for social work problems, and a sense of the potential usefulness of Association resources and influence. Problems exist not because the Association is itself defective but because social work is professionally immature, members of varied backgrounds, experience and interests, and the problems with which they are properly concerned are those which are least satisfactorily settled, least well understood and most in need of group study. The fact that the Association is concerned about itself is a sign of progress.

Participation is related to need for more definition and understanding of our professional purposes. For all members the problems for the Association are problems on the frontier of our knowledge and control and demand study. If participation were related to an obligation to study what is unknown, involved, changed or new, less of the Chapter's activities would fall into the hands of those members whose jobs give them an initial advantage of familiarity with the problems of social work administration and more use could be made of members who are willing to contribute by study of and learning about aspects of social work outside their immediate job province. Not all members, of course, will ever be interested in or able to follow carefully all phases of the Association's program nor could any member be expected to be equally competent in all areas of professional activity. (Abstract of letter to Committee on Structure and Participation.)

PERSONNEL STANDARDS AND MEMBERSHIP

Richmond Chapter—There is much question as to the membership requirements. Should membership be based on wider principles, so as to include social workers, rather than a select group of highly trained technicians? There is a question as to whether or not the AASW should include all persons who are employed in the various fields of social welfare.

Lansing Chapter—The chapter markedly felt the need to discuss further the recent changes in membership requirements which, as is the present understanding, the National Executive Committee enacted. The need, it was felt, not only indicated further interpretation but also opportunities for the delegates to discuss this matter from the floor. Hence it is the Lansing Chapter's suggestion that this subject be added to the agenda of the Delegate Conference in the proper place which will provide ample time for full discussion. (Committee for Study of Delegate Conference material.)

Arkansas Chapter—Suggested changes so that the scope of eligibility for membership be widened horizontally so that persons functioning in areas other than that of case work may be included in membership.

Suggested changes so that AASW nationally and locally assume real and direct responsibility for the development of the young non-member groups who are practicing in a given community.

That a committee be appointed to study the feasibility of examination and licensing of social workers, as a possible means for providing greater flexibility in admitting persons to membership.

That if there is not already a plan for covering the field, some service be available to universities and

colleges in the building of undergraduate pre-professional curriculum and in an interpretation of the field of social work.

Northern California Chapter—Question of whether Association was just an organization of case workers or whether it had a larger base. Question as to whether the Association might not devote more resources to raising standards of schools and education and standards of social action rather than raising standards of members. (Notes of meeting of Committee on Structure.)

Milwaukee Chapter—Recognizing the need for minimizing the clerical and routine duties of local membership committees in order that more attention may be given to the larger aspects of membership work, recommends that the national office be encouraged in its experience of caring for such details as the securing and evaluating of transcripts of records of applicants, the local committees retaining their responsibility for approving candidates for membership.

FIELD SERVICE

Washington State Chapter—More and more the Western Chapters of the Association feel the need for more frequent contacts with the Executive and field staff of the Association. We believe that adequate field service would be very valuable to us in matters of professional standards, chapter programs, and in many other regards.

San Diego Chapter—This chapter would like to suggest that your committee study the expenditure of the total income of the National office, looking toward a possible reallocation of funds to provide for at least one visit annually to each Chapter by a member of the National Staff. We would like assurance that these visits would be planned well in advance and that they might be of sufficient duration to allow for all necessary conferences, meetings, etc.

California Council—A review of the budget for the purpose of allocating funds so that a representative from the National office may visit each chapter at least once a year. (Minutes—2-12-38)

Delaware State Chapter—Suggest that a representative from the National office be asked to attend at least one chapter meeting each year to talk about the work of the National Association. We feel that this would help to bring about a better understanding, a better working relationship and a closer tie-up between the National and the chapters.

Arkansas Chapter—One of the first needs that seems apparent to this group is that for a consistent and effective field service available from the National office. For instance, the Arkansas Chapter is at present facing a problem which we would like to have an opportunity to discuss with one of your field representatives.

New Orleans Chapter—Thinks field service extremely important. (Notes of meeting of Committee on Structure and Participation.)

Northern California Chapter—Chapter feels more field service from National is needed—general talking over of difficulties. (Notes of meeting of Committee on Structure and Participation.)

Los Angeles Chapter—Group feels field service does help where duties of chapter officers are more than can be carried for any length of time. (Notes of meeting of Committee on Structure and Participation.)

MATERIAL FROM NATIONAL OFFICE

Arkansas Chapter—We believe that service should be extended further to provide to each chapter, without cost, a complete set of such publications as are issued through the Research Division.

Delaware State Chapter—Material from the National office requiring a reply should be sent to the chapters earlier than heretofore. It has been our experience that often less than one week is allowed for the chapter to secure the information requested.

California Council—The mechanics of the organization need analysis, as indicated by the length of time before chapters are informed of policy matters and even routine matters, such as approval of members, notification of meetings, etc. (Minutes—2-12-38)

San Diego Chapter—Study of the time element involved by distance between our National office and these far western chapters is important. We scarcely ever receive material enough in advance of the date on which data is requested to give it adequate time and thought. This was true of your communication to us. It is dated February 1. We received it February 9. We would have liked to have a meeting in time to write our suggestions to you before your meeting in Chicago, but this was impossible. Air mail stamps on all Pacific Coast mail would help a great deal, but even if that could be arranged, more time should also be allowed.

Northern California Chapter—Difficulty of getting information from National to chapter, and from chapter to membership. (Notes on meeting of the Committee on Structure and Participation.)

(Footnote to minutes—2-8-38—We should be in a position to receive communications from National whenever action is taken or discussed on any subject; anything of value enough to be considered on a national basis should be important enough to be reported to local chapters. We want something concrete in return for membership dues, and at the present time are not sure of National's effectiveness. The Association is not democratic enough—minutes are not sent out, committee results are not available.)

IMPROVEMENT OF STRUCTURE

New York City Chapter—Early recognition of difficulties may tempt newly awakened members to seek simplified solutions. Both the structure and program of the Association should be progressively changed and improved but change should be based on careful study and evaluation of basic problems in order to avoid hasty, confusing action or apparent panaceas to the injury of professional development.

The New York City Chapter believes that:

Problems of structure can be understood and handled only in the light of problems of participation. Willingness of its membership to pay for a professionally equipped Executive Secretary enabled the chapter to study some difficulties and experiment with various devices for meeting them. The chapter's modest success convinces it of importance of further experimentation with such devices as open committee meetings, study groups, and special meetings for interpretation of the Association program and purposes without which members cannot follow or take an intelligent part in many of the chapter activities.

The chapter has become increasingly aware that it has made insufficient use of the wealth of helpful material which National has been producing in order to interpret the Association's program. (Abstract of letter to Committee on Structure and Participation.)

PROBLEMS OF CHAPTERS

New York City Chapter—Necessary to make clear that real participation involves a definite individual responsibility which many members have not recognized as theirs because they joined the AASW as a kind of certifying agency. The previous neglect to define membership as involving more than a dues-paying responsibility has left potentially useful members to assume that they should be provided with meetings and benefits interesting to them without exertion.

There is need to make clearer the purposes and program not only of the National but of its own chapter committees. The National has gone a great deal farther than the chapter into the business of defining both general purposes and specific committee assignments and programs. A recommendation to the chapters to analyze and evaluate their activities in the light of their purposes would serve to clarify the direction of Association interests and activities and to make clearer what modifications in structure are necessary to the advancement of a total program.

Recommend more study of techniques by which participation can be based on a better understanding of the Association's purposes. How can the work done in National committees contribute more directly to the development of program in the local chapters? How can ideas and material which should broaden the local base be introduced into chapter functioning? Should National committee members be more deliberately used within their chapters? Should they be made more conscious of a responsibility to bring back to the chapter whatever National committee membership has given them in terms of the thinking and experience of other chapters?

Since the development of a professional program in any local chapter is bound to be influenced by various local situations, handicaps and peculiarities in the social work structure, the growth of a sound professional base is dependent on the pooling of the resources, thinking and experience of the whole National body, it is recommended that more study be given the interdependence of chapter and National and recognition of the professional necessity for guarding against the isolation which would ensue if the National functioning were to be contracted on the false assumption that resources now at the disposal of the National could be more profitably used if diverted to local purposes. (Abstract of letter to Committee on Structure and Participation.)

FINANCIAL DATA AND DUES

Arkansas Chapter—We feel that an annual financial report of the AASW should be submitted to the local chapter for their information and review.

Denver Chapter—Until social workers are willing and perhaps more able to pay more both to National and local, we do not see much chance for us to do many of the things for which we now see a need. We need more field service but that means more money to National. We need more activity in the local chapter but that too requires more money for office space, telephone, postage, publicity material and an executive secretary.

New York City Chapter—Study of the values which the Association has for its members should include realistic analysis of the Association's budget so that membership may be better informed about where its money goes. Recommended that factual data be prepared for use at Seattle. Essential that examination be made of amount of professional service re-

quired for minimum running of National and more generally recognized that increase in service to meet special interests of various groups depends on willingness and capacity of membership to pay for that increase as other professional groups by committing themselves to higher dues. Certain chapters feeling a need for more activity, have taken responsibility by raising chapter dues and have implemented their local programs by engaging local staff. Important that local chapters recognize their own responsibility for financing local development and face the consequences to the Association as a whole of diverting from the National funds essential to maintenance and development of its role of intercommunication. (Abstract of letter to Committee on Structure and Participation.)

Los Angeles Chapter—Had previously presented a request to the Association that \$4 of the total dues paid by Los Angeles members be returned to the chapter. This had been referred to the Committee on Chapter Organization and Programs.

Chicago Chapter—Has presented a request to the Executive Committee that one-sixth of the amount of National dues be withheld except for grants to chapters under certain specified conditions. This request was also referred to the Committee on Chapter Organization and Programs.

Columbus Chapter—"I have enjoyed my two years as chairman of the chapter and I think I have gotten a great deal out of it. I am more and more sold on the activities and possibilities of the Association. However, I would like to present the following point of view for what it may be worth.

"It seems to me that no National organization can continue to exist on a constructive basis without a great deal of participation by local chapters and further, I am sold on the idea of state councils. I would not, for a moment, decrease the activities or the support of the National office, but it seems to me that the work of the local chapter and state organization should be developed. I am convinced that this cannot be done without a substantial increase in dues and know some of the difficulties involved in so doing. Social workers are busy people and while we have had a surprising amount of activity in the local chapter and in the state council, I do not feel that such a program can be carried effectively from year to year without paid leadership. In my opinion, we need in Ohio a paid executive secretary giving full time to the job. Such a person would help to encourage chapter programs and to facilitate the relationships between the local chapters and the state council and the National organization. He would give a great deal of attention to interpreting social work and to encouraging chapters and non-chapter members to participate in such a program. I can see great possibilities for such a worker employed by the state council. I know that each chapter has the privilege of increasing its dues so as to provide funds for this or any other purpose, however, without National leadership I doubt if this will be done. Is it unreasonable to ask social workers to pay \$1. a month for membership in their National organization and for the promotion of state and local programs. I am afraid it is, but this seems to me to be the solution of the problems of the Association as I see them. Why should not social workers be willing to pay \$12.00 membership with the understanding that half goes to National and the other half to state and local activities. Most labor unions pay higher dues than we do.

"As I have said, it seems to me that a National program cannot succeed in the long run without paid

leadership at least on a state basis. This may be a wild idea but the more I think of it in the light of my experience as a member of the Association, the more I am convinced that eventually we shall have to have paid leadership in our state programs and that we should provide this without decreasing either the National program or the support which is afforded it." (Chapter Chairman.)

NATIONAL COMMITTEES

Washington State Chapter—Our chapter believes that the tendency recently shown to include on National committees members from various parts of the country will greatly increase the value of the work of the National Committees to the local chapters. It is, however, our belief that fitness for service on such committees should remain the first criterion for appointment, but in cases where there is no choice between two individuals as far as ability is concerned, there should be a decision based on regions which they represent.

Denver Chapter—While we want representation of the Plains States on National Committees we do not think it is necessary to have as many as are now appointed. Perhaps some sort of representation on a basis of population of membership can be worked out so that there can be a proportionate number from all sections of the country.

Pittsburgh Chapter—Expressed need for more coordination with other chapters and National program through participation on National Committees. (Abstract from 1937 report of Chapter Chairman.)

Milwaukee Chapter—Favors as wide a geographical representation on all National Committees as possible.

LOCATION OF NATIONAL

Washington State Chapter—This question is, of course, directly related to the problem of field service. Our chapter believes and has formerly expressed itself as favoring the re-location of the National office in a city more centrally located geographically. Such a move would, of course, make field service more available and less expensive.

Chicago Chapter—A motion was made, seconded and unanimously carried, during discussion of agenda for delegate conference at regular chapter meeting, that the chairman advise National Executive Secretary that Chicago recommends removal of the National office from New York to Washington, D. C.; and the chairman was instructed to ask that this question be put on agenda for consideration at Seattle. (Abstract of letter 4-15-38 from Chapter Chairman.)

Committee on Structure and Participation Meeting—Members of the Committee noted that the question had been raised by some members of the Los Angeles and Northern California Chapters.

DELEGATE CONFERENCE

Washington State Chapter—This chapter is thoroughly convinced that the annual Delegate Conference should be held in a location which would make possible full representation from all chapters without too great a financial burden being placed upon chapters far from the conference city. The only alternative to this suggestion that we can see is a plan for pro-rating or pooling of delegate costs. Many national organizations faced with similar problems have resorted to a plan for pooling transportation costs.

Northern California Chapter—Suggested that factors of time and expense affected true representative nature of chapter delegates, consequently votes taken at Delegate Conference not always satisfactory to chapters. (Notes of meeting of Committee on Structure and Participation.)

REGIONAL CONFERENCES

Denver Chapter—Continuation of Plains State Conference with other regional conferences where de-

sired. These give opportunity for more participation of greater numbers with members of the National staff and also give more knowledge of the activities of AASW.

New Orleans Chapter—Chapter has discussed possibility of regional meetings to give more opportunity for participation in National Association. (Notes of meeting of Committee on Structure and Participation.)

APPENDIX B.

GROWTH OF MEMBERSHIP OF AASW, 1923 TO 1938

Year	No. of Members Official Count Jan. 1	Members Gained		Members Lost		Adjustment	Net Gain	New Applications	Transfers Jr. to Sr.
		Admitted	Reinstated	Resigned	Dropped	Deceased			
1923	2,491			124	272	13	608		
1924	3,099	493	536	86	177	5	189		49
1925	3,288	551	567	102	376	22	193		56
1926	3,481	533	542	62	32	9	353		52
1927	3,834	472	515	113	223	18	173		61
1928	4,007	748	786	87	222	1	103*		148
1929	4,110*	810	878	104	188	15	547		151
1930	4,657	789	815	108	187	19	343	342**	151
1931	5,224	575	650	108	210	24	498	680	191
1932	5,567	862	94	75	232	31	1,950	975	145
1933	6,066	1,227	961	108	248	58	623	3,048	182
1934	8,016	1,157#	1,328	225	557	46	913	1,099	257
1935	8,859	1,072#	1,223	312	389	28	510	1,048	356
1936	9,552						497	1,294	388
1937	10,062							1,207	
1938	10,559								

*Up to 1929 the annual count should be considered approximate, because a regular check of the membership record with the stencil file of actual members was first instituted in June 1928. This accounts for the figure of -309 shown as an adjustment for 1928, and the real increase for this year was probably larger than that given here. Since 1928 the official count has been based on a count of stencils made at the beginning of each calendar year.

**Not given for first 3 months.

#1936 includes 1 guest member; 1937 includes 3 guest members.

SUPPLEMENT TO THE COMPASS

APPENDIX C.

DATE OF ORGANIZATION OF CHAPTERS OF AASW ACCORDING TO SIZE AND TYPE*

<u>Year Organized</u>	<u>Small Local and Regional (Under 100)</u>	<u>Medium Local and Regional (100-500)</u>	<u>Large Local and Regional (Over 500)</u>	<u>Small State (Under 100)</u>	<u>Medium State (100-500)</u>
1922	Southeastern Mass.	Boston Seattle-Tacoma	Cleveland		
1925	Kansas City Western Mass. Toledo	Indianapolis Detroit Rochester Buffalo	Philadelphia Pittsburgh Los Angeles Twin City St. Louis		Connecticut Georgia Maryland
1924	Akron Columbus	Denver	Chicago		
1925	Grand Rapids Harrisburg	New Orleans Milwaukee Cincinnati	New York City	Oklahoma	Iowa
1926					New Jersey
1927	Memphis	Richmond			
1928		Northern Calif.	Washington, D. C.		
1929	Erie South Texas Southeast Texas Northeastern Pa.			Utah	Kentucky
1930	San Diego Madison Dayton			Rhode Island	
1931	Worcester North Texas Fort Orange			Nebraska	
1932				South Carolina	
1933	Reading Syracuse Wichita Nashville Colo. Springs			Illinois Oregon Hawaii Delaware	
1934	Lehigh Valley Lynchburg- Roanoke Arrowhead			Alabama Florida North Carolina Arkansas	
1935	Kalamazoo			Arizona	
1936	Lansing Topeka			South Dakota Puerto Rico	
1937	Hudson Valley Central Wash.			Louisiana	
Total Number	32	12	9	17	6

*As of latest official Chapter Membership Count, October 9, 1937.

NOTE: Councils and divisions are not included in the above tabulation, because the primary purpose of their organization seems to be to coordinate the efforts of already existing local chapters, particularly on state legislation, with the chance for participation by non-chapter members a secondary purpose.

APPENDIX C 1.

GEOGRAPHICAL DISTRIBUTION OF CHAPTERS AS OF APRIL 1, 1938



APPENDIX D.

Statement of the Powers of the National Association and of the Chapters

THE Association is organized on a national basis—the predominant factor in this type of organization being that membership is determined nationally. Final decision with regard to all applications is the responsibility of the national Executive Committee and it follows that the membership in local units is dependent upon membership in the national organization.

The national Association collects the dues for this national membership and since 1934, as a matter of convenience for the chapters, combines the collection of chapter with the collection of national dues, and imposes the requirement that all members shall participate financially in the maintenance of the chapters.

In view of its membership responsibility the master list of the Association membership is also a national responsibility.

The national Executive Committee also is responsible for the chartering of local units and the assignment of jurisdiction to them. Initiative for chapter charters, however, depends on the local members. The national Executive Committee requires that chapters conform only concerning membership, jurisdiction, and general purpose.

Chapters are autonomous, subject to the broad range of the Association's purpose, as to their organization, their programs and their activities. The chapters are requested to assist the national Executive Committee in connection with its membership, its lists, dues, etc., insofar as local contacts are needed. These procedures, however, have been developed on a basis of cooperation and there are no mandatory rules regarding chapter functioning imposed by the national Executive Committee at the present time.

APPENDIX E.

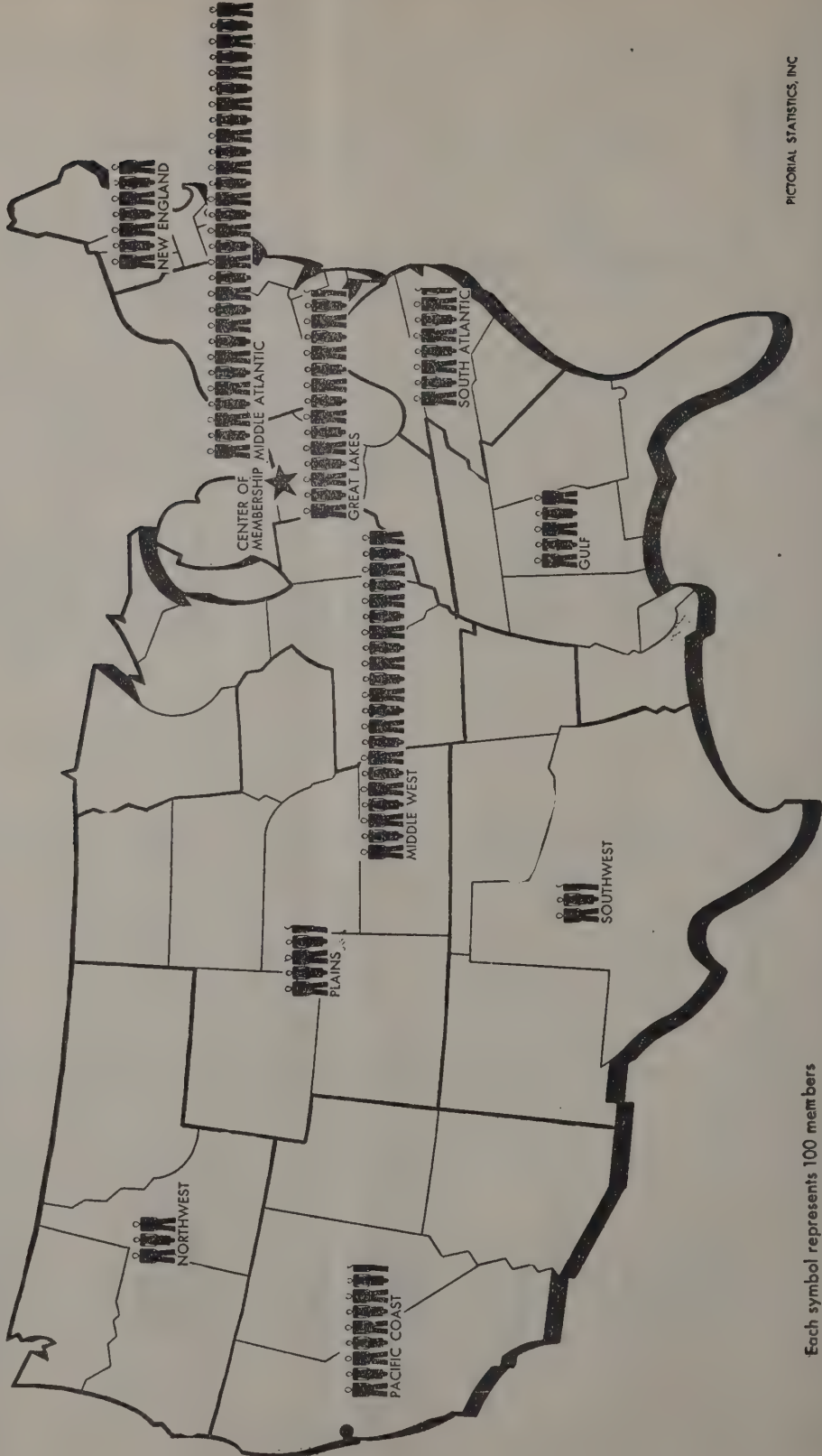
REGIONAL GROUPS OF AASW - COMPARISON OF MEMBERSHIP* WITH MEMBERSHIP ON STANDING NATIONAL COMMITTEES, 1937

Region	Number of Chapters	Members	Members on National Committees	Region	Number of Chapters	Members	Members on National Committees
<u>North West</u>				<u>Middle West</u>			
Washington	2	188	2	Missouri	2	457	7
Oregon	1	81	0	Minnesota	2	370	4
Idaho	0	5	0	Wisconsin	2	182	3
Montana	0	12	0	Illinois	2	963	18
	3	286	2	Indiana	1	157	4
					8	2129	31
<u>Pacific Coast</u>				<u>Great Lakes</u>			
California	3	806	3	Michigan	4	380	5
Nevada	0	5	0	Ohio	6	943	15
Utah	1	32	1	Kentucky	1	116	2
Arizona	1	21	0	West Virginia	0	23	0
	5	864	4		11	1462	22
<u>Plains</u>				<u>New England</u>			
Wyoming	0	1	0	Connecticut	1	220	0
Colorado	2	159	3	Rhode Island	1	88	0
Nebraska	1	70	2	Massachusetts	4	369	3
Kansas	2	56	1	Vermont	0	9	0
Iowa	1	135	4	New Hampshire	0	11	0
North Dakota	0	13	0	Maine	0	16	0
South Dakota	1	20	1		6	713	3
	7	454	11				
<u>South West</u>				<u>Middle Atlantic</u>			
New Mexico	0	9	0	New York	6	1742	20
Oklahoma	1	62	0	Pennsylvania	7	947	8
Texas	3	164	2	New Jersey	1	238	1
Arkansas	1	28	0		14	2927	29
	5	263	2				
<u>Gulf</u>				<u>South Atlantic</u>			
Louisiana	2	196	2	Maryland	1	182	3
Mississippi	0	6	0	Delaware	1	26	0
Alabama	1	44	1	Dist. of Columbia	1	316	4
Tennessee	2	66	0	Virginia	2	158	1
Georgia	1	111	0	North Carolina	1	55	1
Florida	1	57	2	South Carolina	1	32	0
	7	480	5		7	762	9
					74	10347	118
					2	85	
					76	10432	

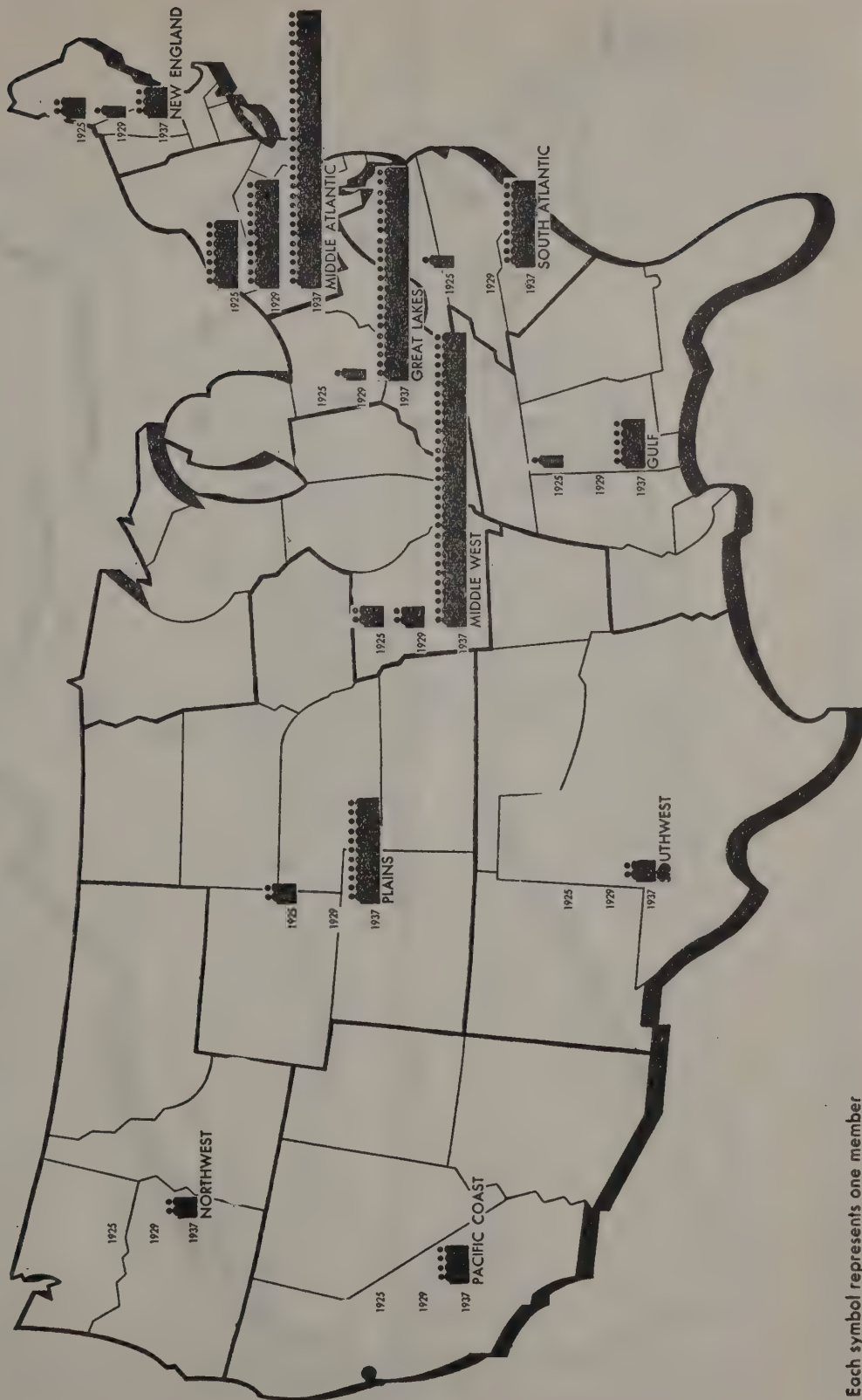
*As of latest official Chapter Membership Count, October 9, 1937.

APPENDIX E 1.

MEMBERSHIP BY REGIONS YEAR 1937-38



APPENDIX E 2. MEMBERS OF STANDING NATIONAL COMMITTEES

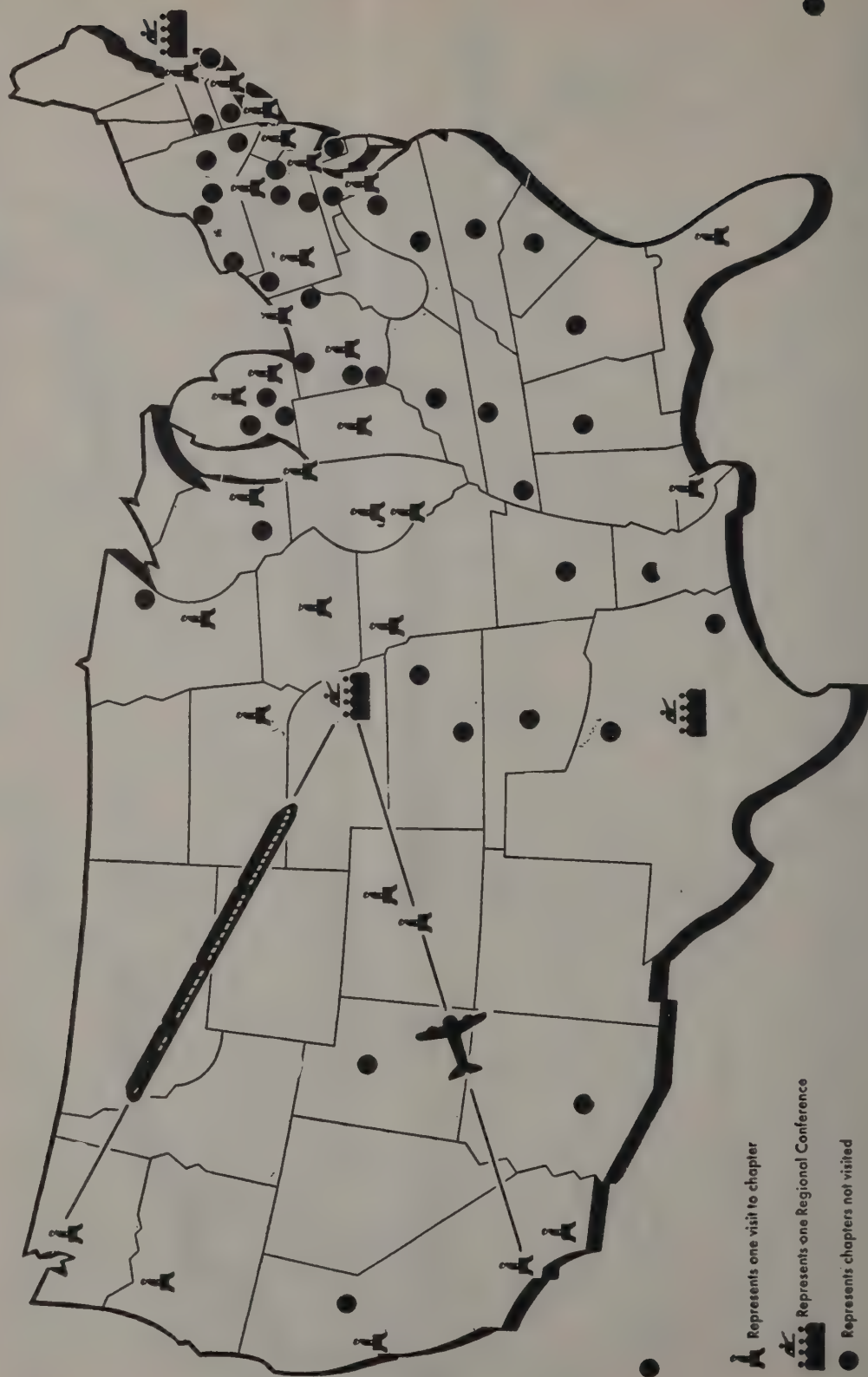


Each symbol represents one member

APPENDIX F.

CHAPTERS VISITED BY A. A. S. W. NATIONAL STAFF

FROM SEPTEMBER 1936—APRIL 1938



APPENDIX F 1.

CHAPTERS, WITH MEMBERSHIP,* VISITED FROM NATIONAL OFFICE OF AASW,
SEPTEMBER 1, 1936 TO MARCH 31, 1938

Chapter visits are defined as those during which a National officer or staff member met with one or more chapter groups or committees, with opportunity for discussion of chapter problems. They do not include trips into chapter territory only for speeches or on non-chapter business. Chapter visits generally represent from one to three days spent in chapter territory. Other types of contacts are noted for chapters to which no field visits were made, as follows: N—National committee members; R—represented at regional conferences; S—speeches; C—individual conferences.

		<i>Number of Chapters</i>		<i>Membership</i>	
Visited		33		7,401	(75%)
Not Visited		44		2,432	(25%)
		77		9,837	(100%)
<i>Visited</i>		<i>Not Visited</i>			
Boston	255	Akron	35	Madison	37
Chicago	892	Alabama State	44 N	Maryland State	182 CN
Cleveland	473	Arizona State	21	Memphis	23
Colorado Springs	11	Arkansas State	28	Nashville	25
Columbus	86	Arrowhead	24	N. Carolina State	55 CN
Denver	141	Buffalo	156 CN	North Texas	54 R
Detroit	252	Cincinnati	185 N	Oklahoma State	62
District of Columbia	316	Connecticut State	220 CRS	Puerto Rico	19
Florida State	57	Dayton	45	Reading	20
Illinois State	71	Delaware State	26	Richmond	108 N
Indianapolis	122	Erie	33	Rochester	111 N
Iowa State	135	Fort Orange	68 N	Sacramento	25 C
Kansas City	82	Georgia State	111 N	S. Carolina State	32
Lansing	26	Grand Rapids	22 C	Southeastern Mass.	32 R
Los Angeles	444	Harrisburgh	51	Southeast Texas	58 NR
Milwaukee	114	Hawaii	44	Syracuse	48
Nebraska State	70	Hudson Valley	31	Toledo	57 N
New Jersey State	238	Kalamazoo	10	Topeka	18 NR
New Orleans	167	Kentucky State	116 N	Utah State	32 N
New York City	1,268	Lehigh Valley	25	Washtenaw	27
Northeastern Pa.	43	Louisiana State	29 C	Western Mass.	47 R
Northern California	259	Lynchburg-Roanoke	19	Wichita	17
Oregon State	81				
Philadelphia	401				2,432
Pittsburgh	322				
Rhode Island State	88				
Saint Louis	314				
San Diego	55				
South Dakota State	20				
South Texas	42				
Twin City	333				
Washington State	188				
Worcester	35				
7,401					

* As of latest official Chapter Membership Count, October 9, 1937, adjusted to chapter status as of March 31, 1938. (New chapters admitted in December 1937: Washington State—combining Seattle-Tacoma, Central Washington and non-chapter Washington; Sacramento—out of Northern California; Washtenaw—out of Detroit.)

APPENDIX G.

NUMBER OF MEMBERS AND CHAPTERS OF AASW WITHIN 200 MILES OF EACH OF FOUR CITIES *

<i>New York City</i>		<i>Washington, D. C.</i>		<i>Members</i>		<i>Chapters</i>	
New York:	1,445	4	Washington, D. C., Chapter	316	1		
Fort Orange Chapter	68		New Jersey State Chapter	238	1		
Hudson Valley Chapter	31		Pennsylvania:	901	6		
New York City Chapter	1,268		Harrisburg Chapter	51			
Syracuse Chapter	48		Lehigh Valley Chapter	25			
N. Y. State Council—1/2	30		Northeastern Pa. Chapter	43			
Connecticut State Chapter	220	1	Philadelphia Chapter	401			
Rhode Island State Chapter	88	1	Pittsburgh Chapter	322			
Massachusetts:	369	4	Reading Chapter	20			
Boston Chapter	255		Pennsylvania Div.—3/4	39			
Southeastern Mass. Chapter	32		West Virginia—1/3	8			
Western Mass. Chapter	47		Virginia:	148	2		
Worcester Chapter	35		Lynchburg-Roanoke Chapter	19			
New Hampshire—1/3	4		Richmond Chapter	108			
Vermont—1/3	3		Non-Chapter—2/3	21			
Pennsylvania:	566	5	Delaware State Chapter	182	1		
Harrisburg Chapter	51		Maryland State Chapter	26	1		
Lehigh Valley Chapter	25			1,819	12		
Northeastern Pa. Chapter	43						
Philadelphia Chapter	401						
Reading Chapter	20						
Pennsylvania Div.—1/2	26						
New Jersey State Chapter	238	1					
Maryland State Chapter	182	1					
Delaware State Chapter	26	1					
	3,141	18					
<i>Chicago</i>			<i>Cleveland</i>				
Wisconsin:	229	2	Ohio:	758	5		
Madison Chapter	37		Akron Chapter	35			
Milwaukee Chapter	182		Cleveland Chapter	473			
Non-Chapter—1/3	10		Columbus Chapter	86			
Illinois:	939	1—2/3	Dayton Chapter	45			
Chicago Chapter	892		Toledo Chapter	57			
Ill. State Chapter—2/3	47		Ohio Council	62			
Indiana:	134	1	New York—Buffalo Chapter	156	1		
Indianapolis	122		Pennsylvania:	381	2		
Non-Chapter—1/3	12		Erie Chapter	33			
Michigan:	79	3	Pittsburgh Chapter	322			
Grand Rapids	22		Pennsylvania Div.—1/2	26			
Kalamazoo	10		West Virginia—1/3	8			
Lansing	26		Michigan:	319	2		
Michigan Council—1/2	21		Detroit Chapter	279			
			Lansing Chapter	26			
			Michigan Council—1/3	14			
				1,622	10		
	1,381	7—2/3					

* As of latest official Chapter Membership Count, October 9, 1937.

* As of latest official Chapter Membership Count, October 9, 1937.

Executive Committee Action in Respect to Resolutions Presented by the Special Committee on Structure and Participation

Following is a record of Executive Committee action taken at the May 21st meeting in respect to resolutions contained in the report of the Special Committee on Structure and Participation.

By the Special Committee

1. WHEREAS, the Committee on Structure and Participation finds that a clear cut statement of purpose of the American Association of Social Workers is necessary before sound recommendations can be made as to the structure and organization of the Association, and

WHEREAS, no satisfactory statement of purpose which is both understood and agreed to by the chapters and members of the Association now exists, and

WHEREAS, a statement of purpose should come from the membership, itself, now, therefore

BE IT RESOLVED, That the Executive Committee submit to each chapter of the Association a composite of the various statements of purpose that have been adopted by the Association or by committees of the Association, preserving original material wherever possible; and that each chapter be requested to formulate a statement of purpose; and that the statements of purpose of all the chapters be reviewed and a composite of these statements, which shall include all of the different versions presented by the various chapters, be referred back to each chapter for review; and that this process be carried out until a statement has been formulated which can be adopted by each chapter.

Executive Committee Action

MOTION by Miss Kahn, seconded by Miss Marcus, That the Executive Committee accept and heartily endorse the proposed discussion and action by the membership on a statement of Association purpose; and that the Executive Committee in the interest of achieving an adequate statement of purpose and of focussing discussion at the Delegate Conference on the intent of the proposal and a simplified procedure, the Executive Committee make the following recommendation to the Delegate Conference: (1) that representatives of chapters to the Delegate Conference be charged with the responsibility for reporting to chapters on the need for chapter discussion and formulation, and (2) that the Executive Committee be expected to make provision for the circulation to chapters of available formulations for chapter discussion, for sifting of material received from the chapters, and of referral back to the membership of points of agreement and disagreement.

CARRIED

By the Special Committee

2. WHEREAS, considerable confusion exists as to what are the proper functions of the national organization and the chapters, and

WHEREAS, any statement of proper functions must grow out of a statement of purpose, now, therefore,

BE IT RESOLVED, That following the adoption of the statement of purpose of the AASW, that the Executive Committee take responsibility for providing for the translation of the statement of purpose into a statement of proper functions of both the national and the chapters in the same manner as is recommended for the preparation of a statement of purpose.

Executive Committee Action

MOTION by Mr. Tufts, seconded by Miss Chickering, That the Executive Committee accept and endorse the proposed discussion and action by the membership on a statement of Association functions; and that the Executive Committee recommend to the Delegate Conference similar procedure as it proposed for the development of a statement of Association purpose.

CARRIED

By the Special Committee

3. WHEREAS, the AASW is organized on a national basis, and

WHEREAS, eligibility for membership is based upon professional education, and

WHEREAS, the strength of the Association is dependent upon uniform eligibility requirements for membership throughout the country, and

WHEREAS, the adoption of different standards for eligibility by the different chapters would result in many persons being eligible for membership in one chapter and not in another, now, therefore

BE IT RESOLVED, That the basic responsibility for determining membership requirements be retained by the national Association as provided in the By-Laws and that it not be shifted to the chapters.

Executive Committee Action

MOTION by Miss Mason, seconded by Miss Chickering, That the Executive Committee approve this resolution as a statement of fact basic to the Association.

CARRIED

By the Special Committee

4. WHEREAS, there is considerable belief that it is desirable to make some changes in the requirements for membership, and

WHEREAS, these suggestions are not sufficiently specific nor do they reflect any consensus of opinion as to what changes should be made, now, therefore,

BE IT RESOLVED, That each chapter formulate its suggestions for changes in the membership requirements and that a composite of the suggestions of all chapters be referred to each chapter for its suggestions and criticism and that the final decision be referred to the membership.

Executive Committee Action

MOTION by Miss Sytz, seconded by Mr. Greenstein, That the Executive Committee approve this resolution in principle and recommend to the Delegate Conference that the procedure to be followed would be that all available material, including historical material, on membership requirements be furnished the chapters and comments and suggestions for change in the requirements be submitted through the usual channels.

CARRIED

By the Special Committee

5. WHEREAS, the present provision in the By-Laws which requires the formulation of a single slate of officers by the Nominating Committee, plus the fact that only three members of the Executive Committee are elected annually, does not permit a sufficient degree of democratic participation on the part of the members in the election of the national governing body, and

WHEREAS, it is desirable to provide a more democratic method of election of the national governing body in which both the membership as a whole and the various geographical areas of the country would be represented, now, therefore

BE IT RESOLVED, That the membership consider a change in the By-Laws to provide for a Board of Directors of greater number than the present Executive Committee, to be elected partially by geographical areas and partially by vote of the membership-at-large, and that the number of candidates for such offices be double the number of persons to be elected, and,

BE IT FURTHER RESOLVED, That in order to avoid individual competition for the national offices, that the By-Laws provide that the Board of Directors as elected by the membership elect the officers of the Association from among their members, and

BE IT FURTHER RESOLVED, That the By-Laws provide that the Board of Directors elect from the membership an Executive Committee to function in between meetings of their Board of Directors and that the Board of Directors specify the powers and duties of the Executive Committee.

Executive Committee Action

MOTION by Miss Sytz, seconded by Mr. Alt, That the Executive Committee approve this resolution for discussion at the Delegate Conference and, while the Executive Committee has no recommendations as to the specific proposals for changes, it does recommend to the Delegate Conference that it take such action as is necessary to stimulate active discussion in the chapters of proposals for improvements in the makeup of the Executive Committee and the election procedure; and that the proposal of the Special Committee and other proposals which may be drafted by chapters be submitted for discussion and action through the usual channels.

CARRIED

By the Special Committee

6. WHEREAS, the present income of both the National Association and the chapters is insufficient to provide the professional services for the membership which is necessary and desirable for the proper growth of the Association, and

WHEREAS, the demands for increased professional staff for the National Association and for increased funds by the chapters to provide for the administration of chapter programs clearly indicates that the question of the total amount of dues needs reconsideration by the membership, now, therefore

BE IT RESOLVED, That the chapters be informed of the total cost of a national program adequate to meet the needs of the membership, and that the members consider an increase in the total amount of dues sufficient to provide increased income to the National Association and to the chapters.

Executive Committee Action

MOTION by Mr. Tufts, seconded by Miss Marcus, That the Executive Committee accept the resolution and recommend that in consideration of it the report of the Committee on Chapter Organization and Programs and the Executive Committee's action upon it be reported at the same time at the Delegate Conference.

CARRIED

By the Special Committee

7. WHEREAS, question has been raised as to the best location of the national office of the Association, and

WHEREAS, the recommendations received by the Committee have been in favor of different locations for different reasons, now, therefore

BE IT RESOLVED, That the Executive Committee request all individual members and chapters to present to it their recommendations for the location of the national office and their reasons therefor; and that all of the recommendations and the reasons therefor be tabulated and submitted to the chapters for (a) their vote on the location of the national office, or (b) their vote to leave decision to the Executive Committee as the administrative body.

Executive Committee Action

MOTION by Miss Mason, seconded by Miss Feder, That the Executive Committee approve the proposal for discussion of the relative merits of various locations for the national office, and approve this plan to get membership opinion as to issues involved in decisions as to such location, and it further recommends to the Delegate Conference that such action as the Conference may take should be in recognition of the considerations noted in the report of the Special Committee which relate the decision on location of the national office to matters of program, cost of operation, accessibility to the membership and to related enterprises; and therefore further recommends that the decision on location of the national office should be recognized as an administrative decision to be made by the administrative body of the Association.

CARRIED

By the Special Committee

8. WHEREAS, the Delegate Conference is the business meeting of representatives of the membership of the Association, and

WHEREAS, changes in the structure of the Association which may be made at the Delegate Conference affect the whole membership, and

WHEREAS, the delegates to the Delegate Conference should actually represent the membership of the Association, and

WHEREAS, the Delegate Conference as at present organized does not assure an accurate reflection of the wishes of the membership both because of the requirement that the chapters finance their own delegates which creates the necessity for selecting as delegates those who can attend at no expense to the chapter, and because the subjects for consideration for the Delegate Conference are not thoroughly discussed in all instances by the chapter membership prior to the Delegate Conference, which results in the delegate coming without specific knowledge of the principles which his chapter wishes to support, and

WHEREAS, chapters at a distance from the meeting place and chapters having a small membership are at a disadvantage in providing proper representation, now, therefore

BE IT RESOLVED, That in order to provide means by which all chapters may send delegates of their own choice to the Conference, that the expenses of all delegates be paid in the first instance by the national Association, and that the costs be charged back to the various chapters by a system of assessment based on the ratio of chapter membership to the total cost of delegates without regard to the location of the chapters; and that delegates to the Conference be not permitted to vote in the name of their chapter on questions which have not been discussed by the chapter and a general principle formulated for instruction of the delegate prior to the Delegate Conference.

Executive Committee Action

MOTION by Mr. Greenstein, seconded by Mr. Tufts, That the Executive Committee approve the submission of the proposal of the Special Committee regarding Delegate Conference expenses; that it request the staff to prepare for it all available data, financial and otherwise concerning costs to the chapters of representation at Delegate Conferences, estimates of costs of an assessment plan, together with any alternative plans for payment of delegates' expenses which are pertinent to this resolution; and the Executive Committee recommends full discussion of the whole problem and the proposed plan in the chapters and membership of the Association.

CARRIED

RECOMMENDATIONS

Following the submission of the Resolutions of the Special Committee, a series of recommendations for Executive Committee action were submitted. These recommendations were accepted by the Executive Committee which requested that a statement from the committee outlining steps already taken along the lines suggested accompany the recommendations when presented to the membership. The Special Committee recommendations and Executive Committee comments in respect to them follow.

1. *From the Committee's report: "That insofar as lack of reports on National affairs to the chapters and to the membership fosters any sense of undemocratic procedure, we recommend that the Executive Committee give special attention to the need for full reporting either by devices now employed by the Association or by new devices created for this purpose."*

The Executive Committee, especially in the past year has urged prompt reporting on its actions to the chapters with resulting circulation of its minutes after each meeting to the chapters, and circulation of reports and minutes of most of the divisions and committees, and that further improvement in timeliness and distribution of reports may be expected, as the staff is able to adjust its responsibilities to that end.

2. *From the Committee's report:* "That the Executive Committee consider the relative value to be secured from further emphasis on field visits versus a continuation of the present national committee set-up, and that the Executive Committee make such shifts in emphasis as may seem desirable."
3. "That the Executive Committee work out a definite explanatory statement describing the committee assignments and set-up and the responsibility of the staff, to be sent to all chapters so that the chapters may have an official statement from the Executive Committee as the basis for understanding the national committee and staff organization and function."

The Executive Committee is submitting to the chapters and to the Delegate Conference a statement of staff and committee functions and assignments; such statement to provide the membership with opportunities to present suggestions on program to the Executive Committee; and also to serve as a basis for annual and continued inspection of staff and committee assignments. (See Report on Committee and Staff Function and Organization.)

4. *From the Committee's report:* "That the Executive Committee supply detailed budget material to the membership, giving full information as to the costs of various services and functions of the Association."

The Executive Committee is sending a report on the Association budget and on staff duties and function, with detailed budget data on costs of the various services of the Association. (See Report on an Interpretation of National Office Expenditures and an Analysis and Description of Staff Duties and Responsibilities.)

5. *From the Committee's report:* "That, inasmuch as the chapters are the most important single factor in membership participation, the Executive Committee place all possible emphasis on the further development of responsible chapter organization."

In recognition of the principle of organization, the Executive Committee in 1934 appointed a standing committee charged with responsibility for "studying the problem of chapter organization and administration. It is charged with advising the Executive Committee on problems encountered by chapters and on the methods for strengthening chapter organizations in the interest of increasing professional activity and membership participation. It shall promote the distribution of material bearing on chapter administration. The Committee also has responsibility for advising the Executive Committee on policies as to formation of new chapters and state councils; criteria for continued chapter status; and on activities in the interests of members in non-chapter territory. The Committee is expected to advise the Executive Committee on problems of chapter budgets, and means by which the national Association may assist in developing adequate revenues and resources to meet the increasing needs for chapter activities."

This committee has been an active and important part of the Executive Committee plan of administration and is engaged in the study of problems of chapter organization, administration and programs, and in organizing material and services to aid in the "further development of responsible chapter organization."

In general, the program of the Association has been administered on the guiding principles: one, that as social work is done locally, the programs must be related to local needs and professional practice; and two, that membership participation in a national organization rests, as stated by the Special Committee, in the development of strong and responsible chapter organizations.

On the basis of these principles, the plan of organization of the Association has been to promote the channels of communication throughout the Association. The budget decision last Fall was characteristic, in that it planned the expenditure of the balance of funds in addition to operating income in an effort to extend and intensify the means of communication and participation and to strengthen chapter programs.

Plans of staff development, field work, regional conferences, programs of national committees, and extension of participation of chapter members on such committees; the delegate conference itself; the Compass; the Chapter Handbook, and practically all the program developments in recent years have been with these principles in mind, and are considered of importance only as they serve to increase the measure of membership participation and serve to strengthen the chapter units.

MEMORANDUM

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